New Nouveau
Brunswick

Women's Directorate

The Employment Equity Program
for Women in the
New Brunswick Civil Service

Annual Report

1990-1991

THE EMPLOYMENT EQUITY PROGRAM FOR WOMEN IN THE NEW BRUNSWICK CIVIL SERVICE 1990-91 ANNUAL REPORT

WOMEN'S DIRECTORATE
PROVINCE OF NEW BRUNSWICK

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PROGRESS TO MARCH, 1991

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PREFACE

The Women's Directorate is responsible for initiating and developing government policies and programs which enhance the social, economic and legal status of women in New Brunswick, as well as for initiating, developing and reviewing policies with respect to the employment and advancement of women in the Civil Service. This includes the preparation of an annual report on the Employment Equity Program in the Civil Service.[1]

This is the fifth annual report on the Employment Equity Program for women in the Civil Service. The report reviews a fifteen-month period from January 1, 1990 to March, 1991 and focuses on the changes in the areas where women's representation is low.

For the purposes of the Employment Equity Program the Civil Service has been defined as those Departments and Agencies which have more than twenty employees and are enumerated in Regulation 88-137 under the Civil Service Act, S.N.B. 1984, c. C-5.1, the Designation of Certain Portions of the Civil Service Regulation - Civil Service Act. The following Departments, Commissions and Agencies fall within the definition of the Civil Service for the purposes of the Employment Equity Program: Advanced Education and Training; Agriculture; Alcoholism and Drug Dependency Commission; Board of Management; Commerce and Technology; Education; Environment; Finance; Fisheries and Aquaculture; Health and Community Services; Income Assistance; Justice; Labour; Municipal Affairs; Natural Resources and Energy; Occupational Health and Safety Commission; Office of the Comptroller; Solicitor General; Supply and Services; Tourism, Recreation and Heritage; and Transportation.[2]

Occupational profiles and comments on progress are provided on each of these Departments and Agencies. Smaller Departments and Agencies are not precluded from undertaking employment equity initatives.

In keeping with other departmental reporting procedures, the Women's Directorate has changed its reporting period from the calendar year to the fiscal year. Since this is the transitional period, this report covers a 15-month period from January 1, 1990 to March, 1991.

1 See Appendix A for an outline of responsibilities with respect to this Program.

2 A reorganization of departments in 1989 resulted in some reporting modifications. The former Department of Municipal Affairs and Environment was divided into two separate departments, namely, the Department of Environment and the Department of Municipal Affairs. For this reason historical documentation on occupational status of women and men is not presented for these new departments.

EMPLOYMENT EQUITY IN THE NEW BRUNSWICK CIVIL SERVICE
GOVERNMENT WIDE PROGRESS BETWEEN JANUARY 1, 1990 AND MARCH, 1991

I OVERVIEW[1]

- The overall number of employees in the Civil Service increased over the 15-month period from 9833 to 9892.
- Women's representation increased by 0.8%, from 39.6% to 40.4%.
- The number of women and their representation increased slightly in the following Categories: Scientific and Professional, Administrative, and Others.
- The Administrative Category recorded the most employment growth for both men and women.
- One-third of the growth in the Administrative Category is the result of appointments of 17 women to the Human Resource Officer series. The remaining growth took place in fourteen classifications.
- Overall the number of women employed in the Technical, Administrative Support and Operational Categories decreased over the reporting period.

[1] This overview reflects net gains or losses with respect to women's occupational status and not necessarily hiring activity since attrition may result in a decrease both in numbers and representation of women, despite their appointment in particular classes. The Tables provided in this report have been generated for the Women's Directorate by the Department of Supply and Services. The data on salary, age and years of service are taken from the Civil Service Master File. Occupational categories, groups and classifications are based on a system established by the Board of Management. Departments are responsible for ensuring the accuracy of the information provided in the development of the data packages.

II SUMMARY OF PROGRESS BY OCCUPATIONAL CATEGORY

The following summary suggests some of the major trends and achievements in permanent employment in the occupational status of women and includes accomplishments in the following Categories:

Scientific and Professional Category

- In the Scientific and Professional Category women's representation rose by 1.8% from 43.2% to 45.0%. In all but three groups (Nursing, Engineering and Architecture and Agriculture) net gains in the proportion of women were realized. Gains were particularly evident in the Field and Laboratory group where women have been traditionally underrepresented. In this group women's representation jumped by 13.7% from 20.7% in 1989 to 34.4% in 1991.[2] Gains were also made in the underrepresented groups of Forestry and Veterinary. In the former, women's representation increased 4% from 6.7% in 1989 to 11% in 1991. The appointment of one women Veterinarian increased women's representation in that group to 3.8%.

- The total number of women and their representation increased in such non-traditional classifications as:

  - Environment Officer (increase of 4 women)
  - Fish and Wildlife Biologist (increase of 1 woman)
  - Natural Resource Specialist (increase of 4 women)
  - Industrial Development Officer (increase of 2 women)
  - Recreation and Culture Planning Officer (increase of 2 women)
  - Agriculturalist (increase of 1 woman)

- Women's representation remains at or below 20% in 4 of the 12 occupational groups, and below 10% in 2 of these groups (See Table 5).

[2] The comparative year 1989 used throughout the report refers to data run on or about December 31, 1989. This data appeared in the Women's Directorate's last report - *The Employment Equity Program for Women in the New Brunswick Civil Service - 1989 Annual Report*.

Technical Category

- In the Technical Category women's representation fell slightly by 0.4% from 7.8% to 7.4%. This is due to the low or negative growth in the majority of the groups within this category. However, within the Engineering and Field group the number of women and their representation increased slightly from 6.7% in 1989 to 7.5% in 1991.

- Women were appointed in the following classifications where there have been few or no women:

  - Inspector (increase of 1 woman)
  - Engineering Technician (increase of 4 women)
  - Appraiser (increase of 1 woman)
  - Fish Inspection Supervisor (increase of 1 woman)

Administrative Category

- A continued emphasis on human resource management has ensured a steady increase of women into entry and middle level administrative and management positions. The numbers of both women and men in the Administrative Category increased. The proportion of women holding positions increased by 1.8%, from 27.4% in 1989 to 29.2% currently. At the senior levels of most administrative and managerial positions women's representation remains low.

- Women were appointed in such traditionally underrepresented classifications as:

  - Senior Executive Officer (increase of 2 women)
  - Executive Officer (increase of 4 women)
  - Municipal Services Representative (increase of 1 woman)
  - Financial Services Officer (increase of 2 women)
  - District Financial Liaison Officer (increase of 1 woman)
  - Community Health Services Regional Director (increase of 1 woman)

Administrative Support Category

- Women continue to be concentrated in clerical and secretarial jobs. Of the 2351 employees in the Administrative Support Category, 2031 are women (86.4%). Over half of all female civil servants (50.8%) are in this category. This represents a decline of 2.3% from last year.

- A greater proportion of women than men are found in the Secretarial/Stenographic and Court Stenographers groups. Men tend to be clustered in the Clerical and Regulatory and Office Data Processing groups, and within these groups are more likely to hold such positions as Revenue Officer, Driver Examiner, Commercial Vehicle Enforcement Officer, Deputy Sheriff/Coroner and Sheriff/Coroner. However, in the Clerical and Regulatory group, the first woman was appointed as a Sheriff/Coroner.

Operational Category

- Overall, there were 156 women in the Operational Category as compared to 2174 men. Of the 1677 permanent full-time employees in the General Labour and Trades Group in this category, 14 are women. This represents a slight increase in the number of women in this Group in the classifications of Store Keeper and Equipment Operator.

III WAGE GAP

- Over the past fifteen-month period, the wage gap between the average annual salaries of women and men in Part I of the Public Service decreased by less than 1% (0.7).

- In spite of this, the wage gap (the difference between women's and men's annual salary) increased slightly in 6 out of 21 departments over the past fifteen-month period -- Advanced Education and Training; Agriculture; Commerce and Technology; Finance; Justice; and Labour. In 1989, 5 of 20 departments experienced wage gap increases.

- The difference between women and men's average annual salaries decreased by 3% or more in the occupational groups of Medicine and Dentistry and Laboratory and Medical.

- The wage gap increased by 3% or more in the following groups: Field and Laboratory, Engineering and Architecture, Clerical and Regulatory, Secretarial/ Stenographic, Court Stenographer, and General Labour and Trades (Supervisory).

- During the fifteen-month period, there has been a 12.1% increase in the number of women earning $30,000 and over.[3] The number of men with earnings in this category increased by 5.8%. Women now comprise 30.8% of the employees at or above this salary level compared to 29.6% in 1989. The increase in the number of women earning $30,000 and over has been constant since the inception of the Employment Equity Program.

[3] To calculate this increase, determine the difference between the number of women earning over $30,000 in the current year and the previous year. This number is then divided by the number of women in the previous year who earned $30,000 or more and expressed as a percentage. (See Table 7.)

IV DEVELOPMENTAL OPPORTUNITIES[4]

- Several departments have sponsored female employees as participants in the Management Development Program for Women at the University of New Brunswick or the "Gestion au féminin" program at the Université de Moncton. In all, 12 female civil servants are enrolled in the University of New Brunswick and 4 in the Université de Moncton programs.

- Some departments have provided their female employees with career planning sessions and information. Topics have included résumé preparation and advice on career development.

- Developmental opportunities such as acting positions, secondments, lateral transfers, committee work and other special assignments, were offered to women in a number of departments.

- Some departments have developed or are developing in-house registries or inventories of women who have demonstrated the potential to move into underrepresented areas, and others are utilizing Section 16 of the Civil Service Act to provide training opportunities for women.

- A total of 13 women in 10 departments provided developmental opportunities for 11 students through the 1990 Pilot Summer Mentorship Program for Female Students.

[4] For the most part, training has not been highlighted since many of the training opportunities offered to women were not the result of the direct efforts of departments to enhance women's opportunities for advancement, but were part of on-going in-service training available to all employees.

V EMPLOYMENT POLICIES AND PRACTICES

- The Government has announced amendments to the Employment Standards Act to complement recent federal legislative changes to unemployment insurance during adoption and parental leave.

- A public sector mentorship program for female students was piloted in the summer of 1990.

- The Cabinet Committee on Communications approved a policy on Gender Equality in Communications and a booklet based on the policy has been prepared.

- Consistent with the Board of Management's role as implementor of the Employment Equity Policy, an Employment Equity Co-ordinator was appointed in 1990. The role of the Co-ordinator is to assist departments in implementing employment equity. The Women's Directorate continues to monitor departmental activities and progress on a continuous basis.

- The Employment Equity Co-ordinator is currently developing a Career Development Program for Administrative Support Staff based on a previous report prepared by staff of the Women's Directorate and Board of Management.

- Departments have prepared and submitted new Three-Year Action Plans outlining their employment equity goals and initiatives to the period ending March 31, 1993.

- On-going support for the Employment Equity Policy has been demonstrated by some departments. For example, in one department, the Deputy Minister sent a personal memorandum to all employees explaining the department's plan and indicating support for it. In another department, regional offices have been requested to prepare their own employment equity plans for which they will be held accountable. Other departments have established and maintained active departmental employment equity committees.

- Two of the twenty-one departments have an Employment Equity Co-ordinator. On average human resource staff estimated that approximately one-third of the co-ordinator's time is actually spent on employment equity (approximately 60% in one department and 15% percent in the other).

- Eighteen departments have assigned an employee the additional task of employment equity. The average time allocated to the program in these departments was estimated to be 7% of one person's time. In one department, no one had been assigned responsibility for employment equity.

- Studies indicate that women continue to assume the majority of responsibility for dependant care and housework. Therefore, some flexibility in the workplace is necessary to assist them in finding a more comfortable balance between their paid work responsibilities and their responsibilities in the home. Many departments offer some flexibility in working conditions. Over 70% offer jobsharing, part-time work and flexible working hours. In addition, 47.6% (10 departments) indicated having examples of work-at-home arrangements. Like flexible working hours, these arrangements tend to be offered on a case-by-case basis to assist employees deal with unexpected events in the family (e.g., failure of childcare arrangements, and other short-term difficulties). One-third of the departments report that some employees work a compressed work week. However, this scheduling alternative tends to be necessitated by the type of work done by employees (e.g., nursing staff or social workers), and not the result of an identified employee need.

VI PAY EQUITY

The pay equity process is progressing as scheduled. The following activities have been completed.

- A Pay Equity Steering Committee, consisting of representatives from unions, non-bargaining employees and management jointly selected a gender-neutral job evaluation system and identified approximately 200 male- and female-dominant classes to which the selected evaluation system was to be applied.

- A questionnaire was developed to collect information on employee responsibilities and duties in those representative jobs. The questionnaire was administered to employees in June, 1990.

- A joint labour-management working group applied the Aiken System to the 200 classes.

- The committee will identify pay inequities with the female-dominated job classes and negotiations with various bargaining and non-bargaining representatives will occur over the next 6 to 8 months.

- As set out in the Pay Equity Act, the first salary increases are scheduled to be awarded in the fall of 1991.

VII HIGHLIGHTS OF ACTIVITIES OF WOMEN'S DIRECTORATE

In February 1988, the Women's Directorate was established as a department. The Women's Directorate reports to the Premier, the Minister Responsible for the Status of Women.

Publications

- **Annual Report on the Employment Equity Program for Women in the New Brunswick Civil Service**

  This report, which is tabled in the Legislature every spring, details the progress of women in the New Brunswick Civil Service.

- **Registry of Women in Non-traditional Occupations in the Civil Service**

  This resource tool, which is distributed to school guidance counsellors and women's groups, is being revised and will soon be available for distribution.

- **Woman Abuse Protocols**

  These protocols were prepared by a subcommittee of the Interdepartmental Committee on Family Violence. They assist professionals and volunteers, who encounter situations of woman abuse, in the identification, treatment and management of woman abuse cases.

- **Action Newsletter**

  The Women's Directorate continues to publish and distribute this newsletter which focuses on topics of interest to New Brunswick women. (2 per annum).

- **Dating Violence**

  This pamphlet is designed to inform young people about the problem of violence in relationships.

- **Equality in Government Communications**

  This booklet explains the government's policy on equality in all forms of communication and provides many examples of gender-neutral language.

- **Fact Sheets - Most updated in 1989-90**

  This series provides succinct factual information in four main areas:

  - women and education
  - women and employment
  - women in society
  - women and the economy

- **Women and the Law Series**

  This series deals with legal issues which impact on women.

- **International Women's Day Kit**

  Due to the popularity of the International Women's Day Kit, it has been revised and is again available for distribution.

- **Historical Sketches**

  These publications focus on women and history and on historical events affecting women.

- **What is the Canadian Charter of Rights and Freedoms?**

  Because of popularity of this brochure which explains the impact of the *Charter* on women, it has been revised and is available for distribution.

Highlights of Other Activities

- **Spiritus Awards**

  The first annual Spiritus Awards were presented in May, 1990 to recognize the contributions of an individual, an organization and an employer to the advancement of the status of women in New Brunswick.

- **1990 Pilot Summer Mentorship Program for Female Students**

  A public sector mentorship program which matched female students to women in non-traditional and/or senior positions in the Civil Service was piloted in the summer of 1990. Eleven students were paired with women in ten government departments.

- **Women and the Arts**

  This film series, co-sponsored by the Beaverbrook Art Gallery, explored the work and lives of women artists.

- **Person's Day Activity**
- **International Women's Day Activities**
- **Spiritus Award Medal Exhibition**
- **Numerous Speaking Engagements Throughout the Province**

Interdepartmental Committees

- **Policy and Priorities Committee**
- **Officials' Committee on Legislation**
- **Deputy Ministers' Committee on Executive Development**
- **Interdepartmental Committee on Employment Equity**
- **Interdepartmental Committee on Government Initiatives for Women**

  This committee, chaired by the Women's Directorate, will provide an overview of all government initiatives in support of improving the status of women.

- **Minister's Advisory Committee on Women's Issues in Education. (Anglophone Committee and Francophone Committee)**

  These committees advise the Minister of Education on educational issues and their impact on girls from Grades 1 to 12.

- **Interdepartmental Committee on Childhood Services**

  This committee is responsible for supporting and advising the Office for Early Childhood Services and for bringing forward policy recommendations on programs and services for children.

- **Provincial Advisory Committee on Child Support Guidelines**

  This committee is studying the principles which will be considered in developing guidelines for making awards for child support. Once developed, these guidelines will be applied by judges to the calculation of child support awards. This committee advises the National Family Law Committee.

- **Interdepartmental Committee on Family Violence**

  The mandate of this committee is to monitor, recommend and/or coordinate government initiatives related to family violence.

- **Subcommittee on Woman Abuse Protocols**

  This subcommittee of the Interdepartmental Committee on Family Violence developed the Woman Abuse Protocols.

- **Subcommittee on Family Violence Public Awareness**

  This subcommittee of the Interdepartmental Committee on Family Violence is developing a public awareness campaign regarding violence against women.

- **Subcommittee on the Report of the Special Advisor to the Minister of Health and Welfare on Child Sexual Abuse (the Rix Rogers Report)**

  This committee of the Interdepartmental Committee on Family Violence is reviewing the recommendations of the Rix Rogers Report.

- **Working Group on Woman Abuse Statistics**

  This working group initiated a pilot project on the collection of statistics on the abuse of women. As a result, a provincial statistical information system will be developed to track incidents of woman abuse and determine how cases are dealt with by the various components of the criminal justice system.

- **Organizing Committee for Provincial Symposium on Woman Abuse and the Criminal Justice System**

  This committee organized a three-day symposium in New Brunswick to: sensitize professionals to the dynamics and issues related to woman abuse; promote a multi-disciplinary approach by the criminal justice system in responding to incidents of woman abuse; facilitate local community team approaches to respond to and prevent woman abuse; and, initiate protocol training for criminal justice personnel.

- **Committee on Gender Equality in the Canadian Justice System**

  This committee is examining certain aspects of the justice system of New Brunswick. The objective is to recommend actions which will eliminate gender bias and other gender-based inequities. It is also providing input into the work of the Federal/ Provincial/Territorial Working Group on Gender Equality in the Canadian Justice System.

- **Review Committee on Equality in Government Communications**

  This committee, chaired by the Women's Directorate, will oversee and monitor the implementation of the Equality in Government Communications policy.

- **NAAW Provincial Committee**

  This committee plans and organizes activities for the National Access Awareness Week for disabled persons.

Federal/Provincial/Territorial Committees

- **Gender Equality in the Canadian Justice System**

  This working group is undertaking an examination of the Canadian justice system with the objective of eliminating gender bias. It is working co-operatively with a Federal/Provincial/Territorial Attorneys General Working Group.

- **National Strategy on Violence Against Women**

  Federal/Provincial/Territorial Status of Women Officials are currently developing a framework for a national strategy to combat violence against women.

Other Committees

- The Women's Directorate is a guest participant on the Advisory Board of the Office for Promotion of Women in Business. The Office, an initiative of the New Brunswick Advisory Council on the Status of Women, has as its mandate the creation of a positive climate to empower women to achieve economic independence through entrepreneurship.

PROFILE OF DEPARTMENTS

This profile of departments presents the occupational status of women and men as of March, 1991. For comparative purposes 1989 statistics are included in brackets to provide a quantitative measure of the overall shifts in employment patterns.

With the implementation of their Action Plans, departments have made efforts to increase women's representation in underrepresented classifications and at senior levels of responsibility. A number of strategies for the recruitment, training and promotion of women were developed to facilitate Employment Equity objectives.

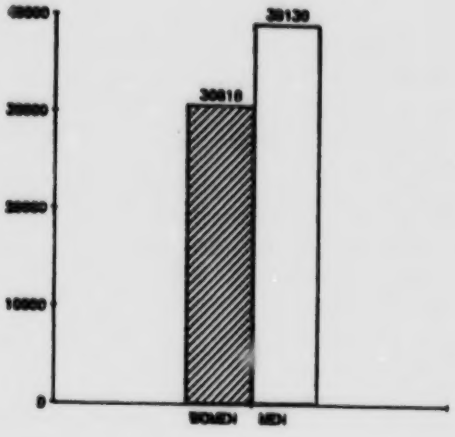
Departmental achievements are highlighted in the comment sections. These sections note progress and/or changes in the recruitment, promotion or training of women in areas where their representation is low, rather than in traditionally female-dominated areas. Based on an analysis of departmental statistics, as well as on consultation with departmental representatives, the comments on progress are intended to summarize changes in the employment status of women. They are not exhaustive.

Department of Advanced Education and Training

(Brackets indicate 1989 statistics)

Representation

Average Salary



Total Employees - 1513 (1326)
Women - 668 (548)
Men - 845 (778)

Women's earnings equal 78.7% (79.0%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	651 (596)	404 (335)	38.3 (36.0)
Technical	31 (24)	0 (0)	0.0 (0.0)
Administrative	36 (33)	24 (19)	40.0 (36.5)
Administrative Support	11 (10)	216 (175)	95.2 (94.6)
Operational	115 (114)	20 (15)	14.8 (11.6)
Others	1 (1)	4 (4)	80.0 (80.0)

Comments on Progress

Within the Operational Category where women are underrepresented, the Department hired five women, three of whom were hired in the male-dominated classifications of Store Keeper, Stores Clerk and Custodial Worker. In the Scientific and Professional Category, two women were appointed in the male-dominated classification of Education Officer (non-instructional).

In addition, thirty-two women received promotions through reclassification. For example, an Administrative Services Officer was promoted to the Human Resource Officer series; a Store Keeper to the senior level of the Administrative Services Officer series; an Administrative Services Officer to the Accounting Officer series; and an Executive Officer was promoted to an Administrative Vice-Principal.

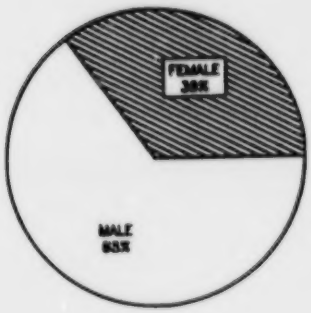
The Department continues to support the development of women through secondment and other means. In 1990, a Secretary was sponsored by the Department to attend the Instructor Development Program. Moreover, a process is being established to further assist in the determination of staff training and development needs. This process should benefit women.

During 1990, four women were granted sabattical leaves and two were granted long-term education leave. One woman participated in the Management Development Program for Women at the University of New Brunswick. In addition, thirty women attended a variety of developmental courses, including two who attended the course "Working with Others".

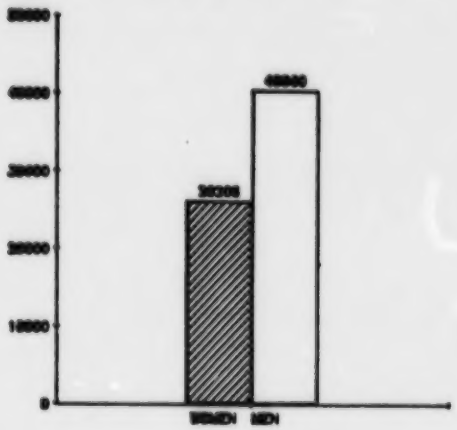
Department of Agriculture

(Brackets indicate 1989 statistics)

Representation



Average Salary



Total Employees - 309 (299)
Women - 108 (101)
Men - 201 (198)

Women's earnings equal 64.6% (65.2%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	113 (114)	11 (11)	8.9 (8.8)
Technical	28 (28)	20 (17)	41.7 (37.8)
Administrative	29 (25)	3 (3)	9.4 (10.7)
Administrative Support	4 (4)	65 (63)	94.2 (94.0)
Operational	23 (23)	4 (5)	14.8 (17.9)
Others	4 (4)	5 (2)	55.6 (33.3)

Comments on Progress

The Department hired four women in the underrepresented classifications of Veterinarian (1), Engineering Technician (2), and Industrial Development Officer (1).

In addition, twenty-five women in the Department attended a variety of conferences and meetings relating to their fields of expertise. For example, one woman attended the Plant Breeders Rights Conference, while another co-planned and attended the National Agricultural Employment Conference.

With respect to developmental opportunities, two women attended the course "Supervisory Skills for Women" and one woman attended a course entitled "For the Aspiring Manager". Women have served on committees dealing with the Productivity Improvement Process within the Department.

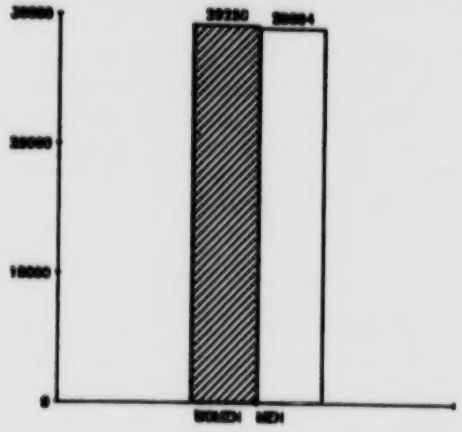
The Department continues to promote careers in agriculture for women by supporting the 4-H program and by speaking with high school and university students about their opportunities in agriculture. Moreover, two women in the Department participated as mentors in the 1990 Summer Mentorship Program for Female Students.

Alcoholism and Drug Dependency Commission

(Brackets indicate 1989 Statistics)

Representation

Average Salary



Total Employees - 194 (193)
Women - 111 (110)
Men - 83 (83)

Women's earnings equal 100.5% (98.6%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	21 (19)	75 (69)	78.1 (78.4)
Administrative	13 (16)	2 (3)	13.3 (15.8)
Administrative Support	1 (1)	22 (22)	95.7 (95.7)
Operational	48 (46)	11 (15)	18.6 (24.6)
Others	0 (1)	1 (1)	100.0 (50.0)

Comments on Progress

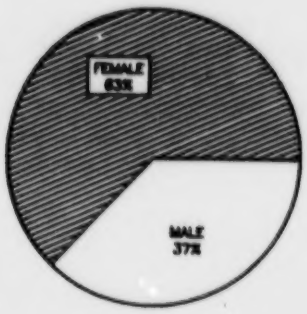
During the reporting period, the Commission hired one woman at the entry level of the targetted classification of Alcoholism Rehabilitation Assistant. Eight women were promoted - one of whom was promoted from the Administrative Support Category to the entry level of the Scientific and Professional Category. In addition, one woman in the Administrative Services Officer series was offered an acting assignment at the entry level of the Human Resource Officer series.

One woman attended a specialized course at the University of New Brunswick called "Work Place Communications".

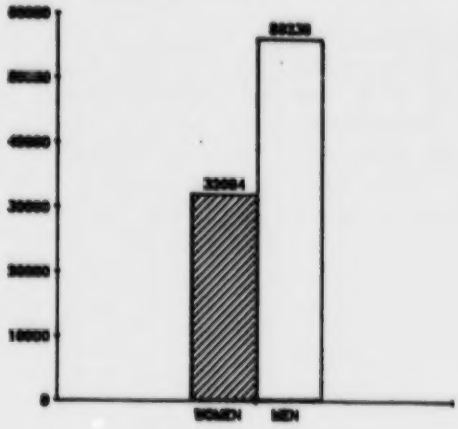
Board of Management

(Brackets indicate 1989 statistics)

Representation



Average Salary



Total Employees - 119 (105)
Women - 75 (66)
Men - 44 (39)

Women's earnings equal 57.1% (52.5%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	2 (2)	5 (3)	71.4 (60.0)
Administrative	39 (34)	26 (20)	40.0 (37.0)
Administrative Support	1 (0)	41 (41)	97.6 (100.0)
Others	2 (3)	3 (2)	60.0 (40.0)

Comments on Progress

The Department did not hire women in underrepresented categories during the reporting period. However, twelve women received promotions. Of these, three women were promoted from Administrative Support to the Scientific and Professional Category. The remainder were promoted to higher levels within their categories.

Developmental initiatives included a number of acting assignments, as well as training opportunities. Twenty-two women took part in specialized training. One woman is enrolled in the Management Development Program for Women at the University of New Brunswick and another has received

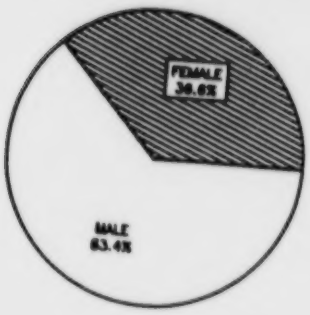
specialized computer training at the same university. The remainder are enrolled in the Canadian Compensation Association and Employee Benefits certificate programs. In addition, the Department subsidizes women taking university courses.

The Department has developed a 2-year training program for all professional staff and has begun the process of identifying the training and career development needs of Administrative Support staff. Departmental plans include the development of a 2-year training program for Administrative Support and all remaining staff. Although these initiatives are not specific to women, they should benefit from them.

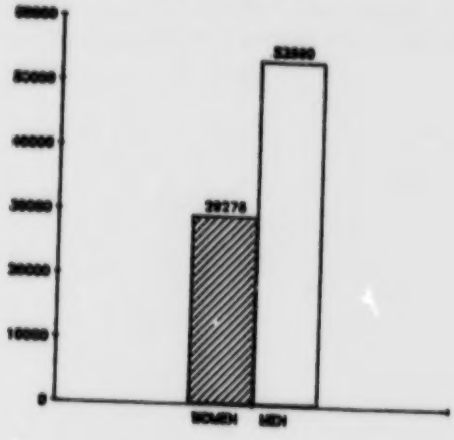
Department of Commerce and Technology

(Brackets indicate 1989 statistics)

Representation



Average Salary



Total Employees - 123 (124)
Women - 45 (45)
Men - 78 (79)

Women's earnings equal 54.7% (56.6%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	57 (59)	7 (7)	10.9 (10.6)
Administrative	12 (10)	3 (4)	20.0 (28.6)
Administrative Support	1 (0)	25 (24)	96.2 (100.0)
Others	8 (10)	10 (10)	55.6 (50.0)

Comments on Progress

During the reporting period, women were not hired in underrepresented areas. However, two women were promoted to higher levels in the underrpresented Industrial Development Officer series.

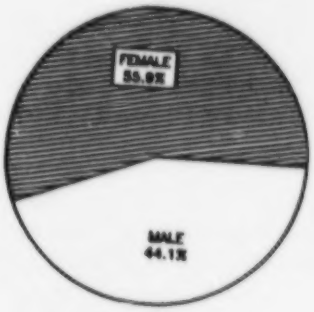
The Department sponsored two women in the Management Development Program for Women at the University of New Brunswick. One woman attended Financial Accounting for Non-Financial Managers at Dalhousie University, and another receives on-going support for her studies in the Certified Management Accountants Program. In addition, five women attended courses offered by the Board of Management. One woman in the Department took part in the 1990 Summer Mentorship Program for Female Students.

Beginning in December, 1990, the Department organized monthly meetings of the secretarial support staff for information purposes. Staff are informed about and discuss departmental goals and its mission, as well as trade and technology issues. Future sessions will include issues in employment equity and sexual and personal harassment.

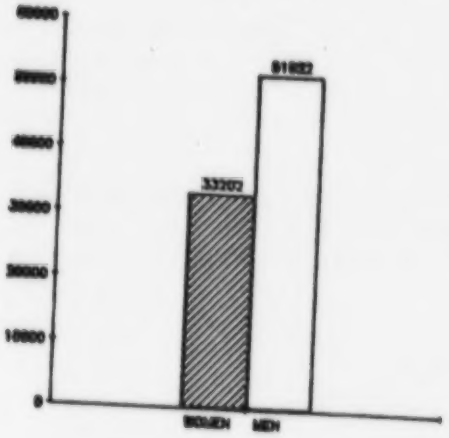
Department of Education

(Brackets indicate 1989 statistics)

Representation



Average Salary



Total Employees - 161 (158)
Women - 90 (88)
Men - 71 (70)

Women's earnings equal 63.9% (60.8%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	22 (25)	22 (19)	50.0 (43.2)
Technical	0 (1)	0 (0)	0.0 (0.0)
Administrative	38 (35)	11 (10)	22.4 (22.2)
Administrative Support	6 (5)	53 (55)	89.8 (91.7)
Operational	2 (2)	0 (0)	0.0 (0.0)
Others	3 (2)	4 (4)	57.1 (66.7)

Comments on Progress

During the reporting period, the Department appointed one woman as an Assistant Deputy Minister. Another woman in the Senior Executive Officer series is acting at a higher level within that classification.

Developmental opportunities included the provision of career planning seminars; an acting assignment; and, specialized training courses. Three women attended such courses as "Public Administration", "The Management Process", and "Fundamentals of Clear Writing".

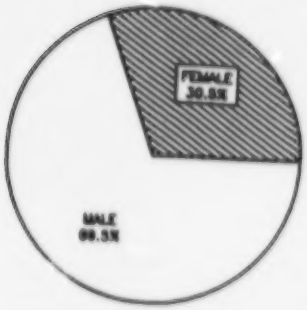
Within the Department, women are made aware of and encouraged to participate in various professional development and training sessions, seminars and classes offered at university and from the Board of Management.

One woman in the Department took part in the 1990 Summer Mentorship Program for Female Students. With respect to other equality issues, on March 8, 1991, the Department held a special event for staff to commemorate International Women's Day.

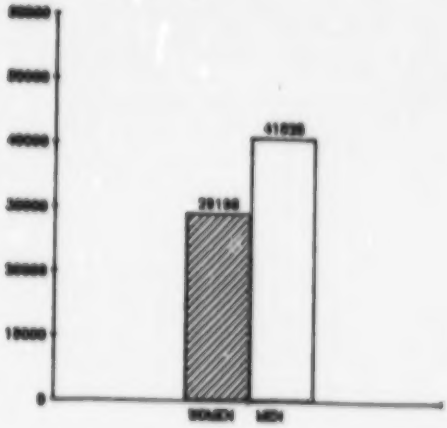
Other initiatives included the hiring of a full-time Employment Equity Co-ordinator in 1990 and the development of Departmental plans to extend its Employment Equity Program to Part II of the Public Service.

Department of Environment[1]

Representation



Average Salary



Total Employees - 128
Women - 39
Men - 89

Women's earnings equal 71.2% of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	34	9	20.9
Technical	37	5	11.9
Administration	12	4	25.0
Administrative Support	1	19	95.0
Operational	2	0	0.0
Others	3	2	40.0

Comments on Progress

The Department hired two women in the Administrative Category. Women were hired at the senior levels in the Human Resource Officer and Information Officer classifications.

One woman in the Administrative Category was promoted to a senior level in the Human Resource Officer series, and an Executive Secretary was promoted to the Executive Officer series.

In the Scientific and Professional Category, four women were hired in the Environment Officer series, and one woman was promoted to a higher level within that series.

In the Technical Category, a woman was hired at the senior level of the Laboratory Technologist series.

One woman received specialized training in the recycling field where few or no women in New Brunswick had previously been involved.

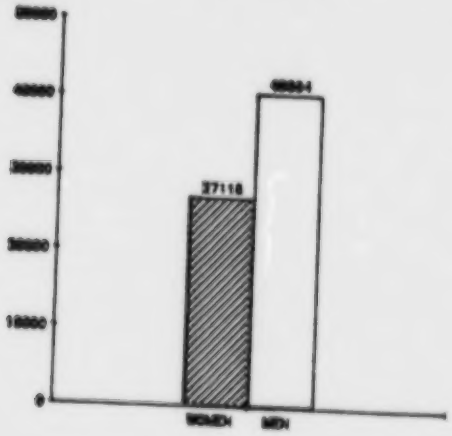
[1] In 1989, the Department of Municipal Affairs and Environment was reorganized resulting in the creation of two separate departments - the Department of Municipal Affairs and the Department of Environment. As a result of this reorganization, no comparative data for 1989 are available.

Department of Finance

(Brackets indicate 1989 statistics)

Representation

Average Salary



Total Employees - 278 (272)
Women - 151 (148)
Men - 127 (124)

Women's earnings equal 66.7% (67.4%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	9 (9)	6 (7)	40.0 (43.8)
Administrative	88 (86)	13 (12)	12.9 (12.2)
Administrative Support	29 (28)	129 (126)	81.6 (81.8)
Others	1 (1)	3 (3)	75.0 (75.0)

Comments on Progress

In the Administrative Category a woman was appointed as a Provincial Tax Auditor at the entry level. In addition, within this classification, two women received promotions to higher levels. Following training as a Provincial Tax Auditor, one woman in the Administrative Support Category was promoted into that classification, and one woman was hired as a Human Resource Officer at the entry level.

In the Scientific and Professional Category, two women received promotions in the Financial Economist classification.

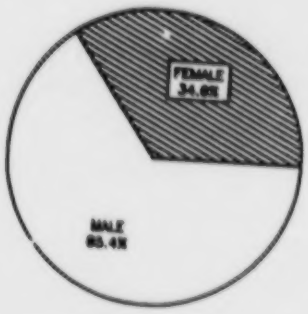
The Department provided acting assignments to two women, and took part in the 1990 Summer Mentorship Program for Female Students. The Department sponsored one woman in the Management Development Program for Women offered through the University of New Brunswick.

During 1990, the Deputy Minister sent a memorandum to all employees indicating his commitment to the Employment Equity Program and explaining the Department's three-year Employment Equity Action Plan. It is the Department's intention within the next three years to fill fifty percent of vacant positions with women.

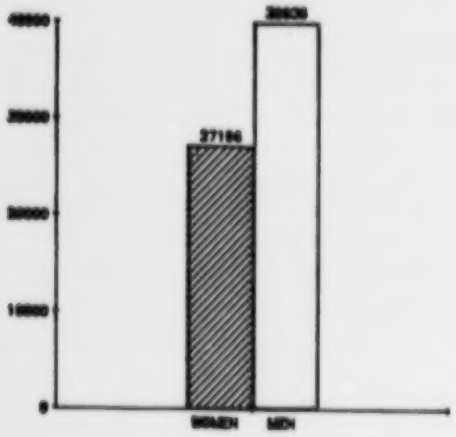
Department of Fisheries and Aquaculture

(Brackets indicate 1989 statistics)

Representation



Average Salary



Total Employees - 127 (118)
Women - 44 (42)
Men - 83 (76)

Women's earnings equal 68.1% (64.8%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	35 (35)	7 (6)	16.7 (14.6)
Technical	19 (14)	2 (1)	9.5 (6.7)
Administrative	18 (15)	4 (4)	18.2 (21.1)
Administrative Support	2 (2)	29 (29)	93.5 (93.5)
Operational	7 (8)	0 (0)	0.0 (0.0)
Others	2 (2)	2 (2)	50.0 (50.0)

Comments on Progress

In the Scientific and Professional Category, one woman was appointed as a Fish/Wildlife Biologist, and one woman was promoted in the classification of Home Economist. In the Technical Category, one woman was appointed in the new classification of Fish Inspector. In addition, a woman was awarded a personal service contract as a Fish/Wildlife Biologist.

A woman in the Administrative Services Officer series has been appointed to an acting position in the Executive Officer classification.

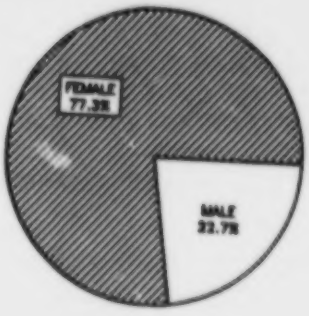
The Department has distributed the personal and sexual harassment policy to all employees and has held information sessions in both official languages on the policy. At head office, the Department undertakes initiatives to recognize International Women's Day.

The Department approved the participation of two professional women in the "Take the Summer off Program" in 1990 and one woman is on entrepreneurial leave.

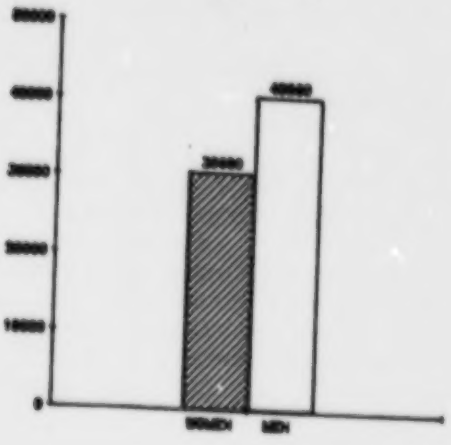
Department of Health & Community Services

(Brackets indicate 1989 statistics)

Representation



Average Salary



Total Employees - 1214(1272)
Women - 938(946)
Men - 276(326)

Women's earnings equal 75.6% (73.8%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	149 (201)	519 (529)	77.7 (72.5)
Technical	26 (32)	4 (2)	13.3 (5.9)
Administrative	64 (58)	67 (54)	51.1 (48.2)
Administrative Support	12 (11)	267 (280)	95.7 (96.2)
Operational	23 (23)	76 (76)	76.8 (76.8)
Others	2 (1)	5 (5)	71.4 (83.3)

Comments on Progress

The Department promoted seventy-two women in a variety of classifications. Promotions were particularly evident in the Social Work series where thirty women social workers were promoted to the new classification of Social Work Supervisor. One woman was promoted to a senior level in the Senior Executive Officer series. Three women were hired in underrepresented classifications. Specifically, two Public Health Inspection Trainees and one Public Health Inspector at the entry level were appointed.

Developmental opportunities were provided for sixty-two women, usually through acting positions. For example, two women Social Workers at level III are acting as Regional Directors,

and three Public Health Nurse Supervisors as Regional Managers. Moreover, seventeen women attended career planning seminars. Three women are registered in the Management Development Program for Women at the University of New Brunswick, and two are registered in the "Gestion au féminin" offered by l'Université de Moncton.

In 1990, the Department undertook a survey of Administrative Support staff in order to examine work load and quality of life issues. The report, summarizing the data collected and the subsequent recommendations, is currently being reviewed by the Department with a view to possible future staff training and developmental opportunities.

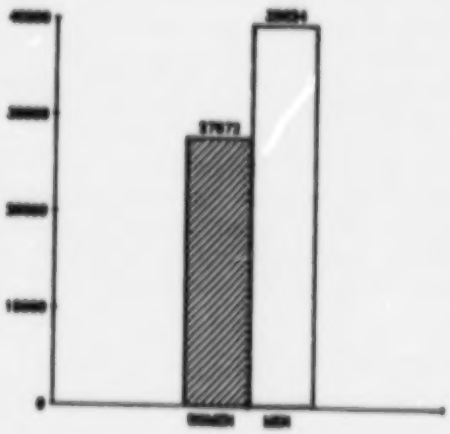
In addition to these initiatives, the Department has held a number of noon-hour information sessions. Among other topics, job- or career-related issues, health and safety, and financial planning have been discussed. One woman in the Department participated in the 1990 Summer Mentorship Program for Female Students.

Department of Income Assistance

(Brackets indicate 1989 statistics)

Representation

Average Salary



Total Employees - 385 (371)
Women - 260 (245)
Men - 125 (126)

Women's earnings equal 70.3% (69.9%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	82 (84)	49 (42)	37.4 (33.3)
Administrative	30 (29)	12 (11)	28.6 (27.5)
Administrative Support	13 (13)	195 (188)	93.8 (93.5)
Others	0 (0)	4 (4)	100.0 (100.0)

Comments on Progress

The Department appointed one woman to the underrepresented classification of Executive Officer and thirty-one women received promotions. Most promotions took place in female-dominated fields and involved incremental growth within current classifications. In other instances, women received promotions in such classifications as Income Assistance Administrator, Research and Planning Officer, and the Human Resource Officer series.

More specifically, one woman was promoted from an Executive Officer position to the Research and Planning Officer series; a Research and Planning Officer was promoted to the Human Resource Officer series; an Income Assistance Officer was promoted to the classification of Income Assistance Administrator; and, two women were promoted within the Income Assistance Administrator classification.

Departmental initiatives to develop women in underrepresented areas included the provision of acting opportunities. Some examples include an Income Assistance Officer acting as an Executive Officer; Income Assistance Officers acting as Income Assistance Regional Directors; an Administrative Services Officer acting in the position of Accounting Officer; and, a Research and Planning Officer acting in the position of Senior Executive Officer.

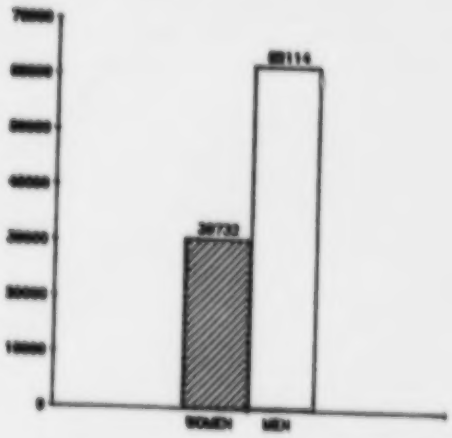
One women in the Department is registered in the Management Development Program for Women at the University of New Brunswick. The Department provided thirty-eight women with the opportunity to participate in career planning seminars, and two women are receiving Departmental support for their graduate studies.

The Department maintains a data bank which contains job-related information on all employees. Whenever competitions occur, the Department searches the data bank for a list of potential women candidates. Moreover, in their efforts to increase the proportion of women, the Department continues its external recruitment initiatives and actively seeks qualified external candidates.

Department of Justice
(Brackets indicate 1989 statistics)

Representation

Average Salary



Total Employees - 372 (379)
Women - 241 (275)
Men - 131 (104)

Women's earnings equal 49.5% (50.0%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	6 (6)	10 (10)	62.5 (62.5)
Administrative	26 (24)	13 (15)	33.3 (38.5)
Administrative Support	6 (5)	170(210)	96.6 (97.7)
Others	93 (69)	48 (40)	34.0 (36.7)

Comments on Progress

In the Department, Legal Officers are categorized under the broad category of "Others". Within this category, the Department hired eight women in the Legal Officer series. Of these, three women were appointed as Deputy Registrars, one woman as Director, two as Crown Prosecutors, one as a Legislative Drafter and one as a Court Administrator. One woman was promoted to the Assistant Deputy Minister level. In the Administrative Category, one woman was appointed to the Senior Executive Officer Series.

Seven women have received promotions in the Legal Officer series. These include the appointment of two women as Directors.

The Department provided two women with the opportunity to act in positions of greater responsibility. A woman in the Department took part in the 1990 Summer Mentorship Program for Female Students.

In order to attract other women to the Department in the Legal Officer series, some outreach recruitment has been done and plans are to enhance these initiatives.

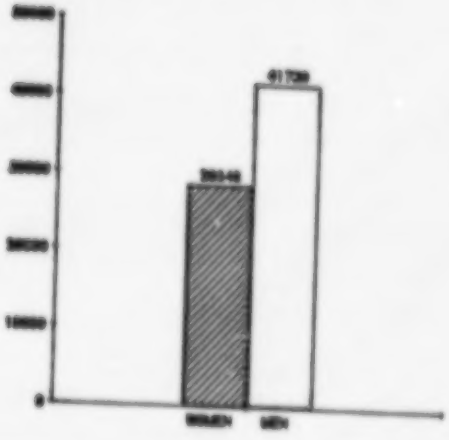
The Department of Justice Employment Equity Committee is in the process of developing a transfer/exchange program to allow women lawyers the opportunity to gain experience in other branches of the Department.

Department of Labour

(Brackets indicate 1989 statistics)

Representation

Average Salary



Total Employees - 212 (219)
Women - 106 (96)
Men - 106 (123)

Women's earnings equal 68.4% (69.3%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	10 (8)	14 (14)	58.3 (63.6)
Technical	1 (1)	0 (0)	0.0 (0.0)
Administrative	26 (28)	13 (12)	33.3 (30.0)
Administrative Support	4 (4)	65 (60)	94.2 (93.8)
Others	65 (82)	14 (10)	17.7 (10.9)

Comments on Progress

The Department hired one women in the underrepresented classification of Employer/Workers Advocate. In addition, six women have received promotions - two to higher classifications in the Administrative Support Category; one in the underrepresented classification of Industrial Relations Officer; and three in the Research and Planning Officer classification.

The Department continues to support the career development of women. Four women were involved in acting positions/ secondments in such underrepresented classifications as Information Systems II, Human Resource Officer II, Employment Development Officer IV and Senior Executive Officer I. In addition, three women in support positions were given acting/ secondment opportunities in professional positions.

The Department has established four training positions for women under the provisions of Section 16 of the Civil Service Act. The training is scheduled to start April 1, 1991.

During the reporting period, three women attended developmental courses, and two women in the Department took part in the 1990 Summer Mentorship Program for Female Students as co-mentors.

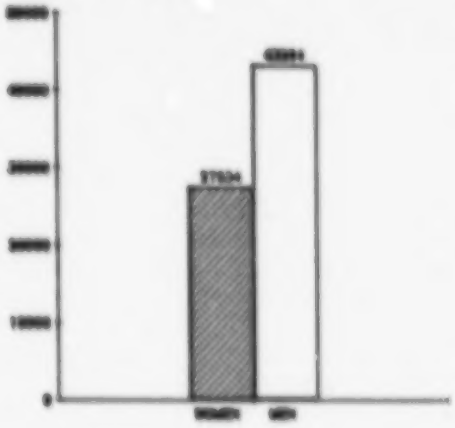
In 1990, the Department prepared a model for professional development and an implementation plan which is to take effect in 1991. Although this plan has been developed for all employees, women will benefit from it. Moreover, the Department has updated information on female employees interested in advancing in the government and has continued the practice of encouraging front line managers to utilize the "Registry of Females" in filling existing vacancies.

The Department has a permanent Employment Equity Committee which meets quarterly. In addition, communication and input from all areas of the Department in the preparation of the Department's Three-Year Action Plan on Employment Equity was encouraged.

Department of Municipal Affairs[2]

Representation

Average Salary



Total Employees - 82
Women - 37
Men - 45

Women's earnings equal 63.6% of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	6	4	40.0
Technical	9	0	0.0
Administrative	26	6	18.8
Administrative Support	0	25	100.0
Operational	1	0	0.0
Others	3	2	40.0

Comments on Progress

The department hired three women in underrepresented occupational categories -- an Urban Core Manager in the Industrial Development Officer series, a Municipal Advisory Officer in the Executive Officer series and a Municipal Service Representative. No women were hired in the Senior Executive Officer series where they are underrepresented.

After providing on-site training in the area of computer system/networking management, the Department promoted one woman from the Secretarial classification to the Administrative Service Officer series.

Developmental opportunities were provided to four women through acting assignments. In addition, two professional women attended such specialized courses as "Strategic Planning" and "Subdivision Development", and one woman is registered in the "Gestion au féminin" offered by l'Université de Moncton.

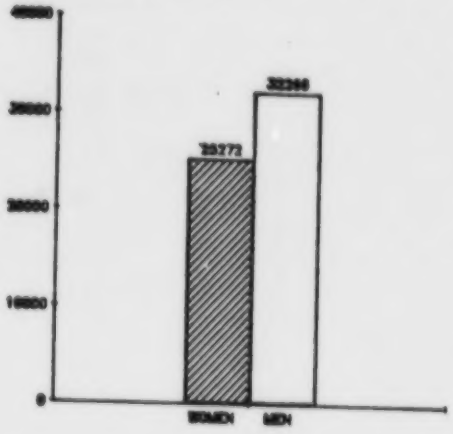
[2] In 1989, the Department of Municipal Affairs and Environment were reorganized resulting in the creation of two separate departments - the Department of Municipal Affairs and the Department of Environment. As a result of this reorganization, no comparative data for 1989 are available.

Department of Natural Resources and Energy

(Brackets indicate 1989 statistics)

Representation

Average Salary



Total Employees - 905 (910)
Women - 178 (178)
Men - 727 (732)

Women's earnings equal 78.3% (76.0%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	109 (106)	12 (7)	9.9 (6.2)
Technical	299 (306)	9 (10)	2.9 (3.2)
Administrative	47 (42)	8 (7)	14.5 (14.3)
Administrative Support	12 (13)	135 (141)	91.8 (91.6)
Operational	225 (235)	2 (3)	0.9 (1.3)
Others	35 (30)	12 (10)	25.5 (25.0)

Comments on Progress

Five women have been hired in underrepresented classifications in the categories of Scientific and Professional and Administrative. In particular in the Scientific and Professional Category, three Natural Resource Specialists were appointed. In the Administrative Category one Executive Officer and one Information Officer were appointed.

In addition, nine women have received promotions. Two women moved from positions in the Administrative Support Category to the Administrative Category and the Scientific and Professional Category. Other women moved up in their classifications. One woman in the Administrative Category moved from an Accounting Officer position to a position in the Executive Officer series.

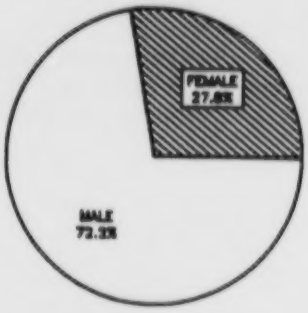
The Department has a number of women on personal service contracts working in various non-traditional areas.

The Department has also provided women with a number of acting positions and one secondment opportunity. One woman is participating in the Management Development Program for Women at the University of New Brunswick, and one woman took part in the 1990 Summer Mentorship Program for Female Students.

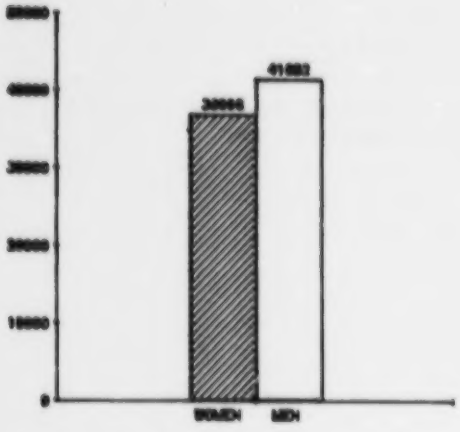
Occupational Health and Safety Commission

(Brackets indicate 1989 statistics)

Representation



Average Salary



Total Employees - 54 (50)
Women - 15 (13)
Men - 39 (37)

Women's earnings equal 88.8% (88.3%) of men's.

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	0 (0)	3 (2)	100.0 (100.0)
Technical	30 (28)	3 (2)	9.1 (6.7)
Administrative	5 (4)	3 (3)	37.5 (42.9)
Administrative Support	1 (1)	4 (4)	80.0 (80.0)
Others	3 (4)	2 (2)	40.0 (33.3)

Comments on Progress

Two women have been promoted in this reporting period. One was reclassified at a higher level within her classification. An Occupational Health and Safety Officer was promoted to the higher level of the Research and Planning Officer series.

The Commission has provided developmental opportunities for women. An entry level Research and Planning Officer has acted in an Executive Officer capacity. A woman in the Administrative Support Category has benefitted from job enrichment which may allow job bridging opportunities in the future.

Two women have received support from the Commission in taking courses. One woman took a three-day farm safety course, while another in a Masters of Public Administration Program is being reimbursed for successfully completed courses.

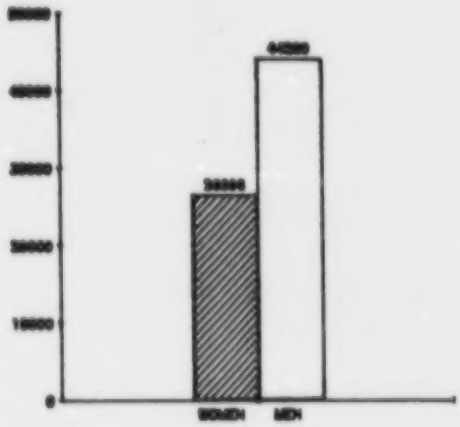
The Commission has two women on personal service contracts working as Occupational Health and Safety Officers. The Commission has examined the specifications for the Occupational Health and Safety Officer classification to ensure that no systematic barriers exist that disqualify women from applying in competitions.

Office of the Comptroller

(Brackets indicate 1989 statistics)

Representation

Average Salary



Total Employees - 93 (93)
Women - 62 (61)
Men - 31 (32)

Women's earnings equal 60.2% (58.5%) of men's

1991 Representation By Occupational Category

Occupational Category	# Men	# Women	% Women
Administrative	26 (27)	10 (10)	27.8 (27.0)
Administrative Support	5 (5)	50 (49)	90.9 (90.7)
Others	0 (0)	2 (2)	100.0(100.0)

Comments on Progress

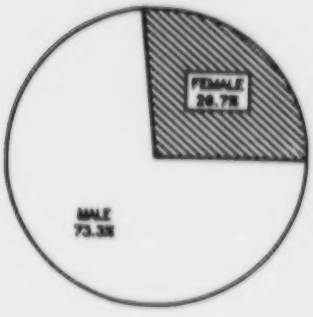
During the reporting period, the Department hired one woman in the male-dominated classification of Treasury Officer. Moreover, three women in the Treasury Officer series received promotions within their classification.

Twelve women received specialized training in such courses as "Supervisory Skills for Women", "Project Management", "Performance Appraisal", "Human Resource Management", and various accounting courses. The Department reimburses employees upon successful completion of accounting courses.

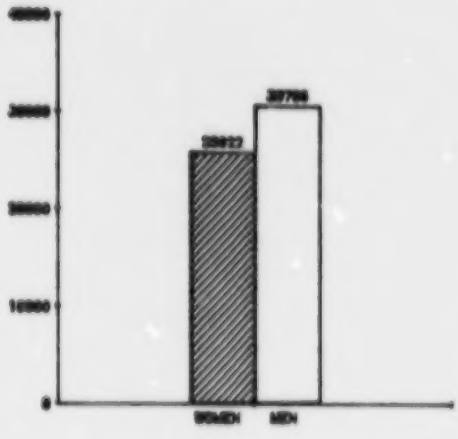
Department of the Solicitor General

(Brackets indicate 1989 statistics)

Representation



Average Salary



Total Employees - 662 (668)
Women - 177 (173)
Men - 485 (495)

Women's earnings equal 84.4% (83.5%) of men's

1991 Representation By Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	44 (46)	36 (35)	45.0 (43.2)
Technical	1 (1)	0 (0)	0.0 (0.0)
Administrative	54 (57)	6 (5)	10.0 (8.1)
Administrative Support	103 (98)	102 (96)	49.8 (49.5)
Operational	278 (289)	32 (35)	10.3 (10.8)
Others	5 (4)	1 (2)	16.7 (33.3)

Comments on Progress

During the reporting period, the Department has hired three women, two in the targetted classifications of Sheriff/Coroner and Correctional Officer. In addition, one woman was hired in a higher level of the Research and Planning Officer series, a classification that was not targetted.

Eleven women have received promotions within the Department. Two women in the Administrative Services Officer series are receving training which will lead to promotions into the entry levels of Accounting Officer and Information Systems series. The Department continues to provide developmental opportunities for staff. Four women have acted in positions of greater

responsibility. Specifically, a Deputy Corrections Institution Superintendent acted as a Corrections Institution Superintendent; a Community Residential Centre Director acted as a Deputy Corrections Institution Superintendent; a Social Worker acted as a Deputy Corrections Institutional Superintendent; and, a Correctional Officer acted as a Probation and Parole Officer. In addition, secondment opportunities were made available for four women. One female Administrative Services Officer was appointed to an entry level position in the Research and Planning Officer series through the Professional Development Program.

One woman in the Administrative Services Officer series attended the Management Development Program offered at the University of New Brunswick and five women received specialized training offered by the Department and at the Community College level. In addition, women have been sponsored to attend various conferences and seminars.

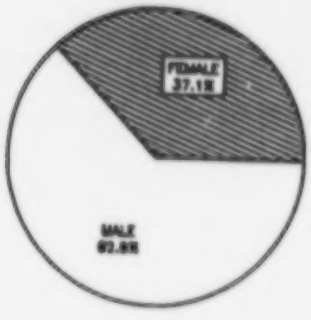
Two women in the Department participated in the Summer 1990 Mentorship Program for Female Students. The Department has established an Employment Equity Committee which has representation from each Division and includes Administrative Support staff.

All female employees of the Department were surveyed regarding their training needs and interest in development programs such as temporary assignments and secondments. The information collected will be used primarily for Employment Equity purposes.

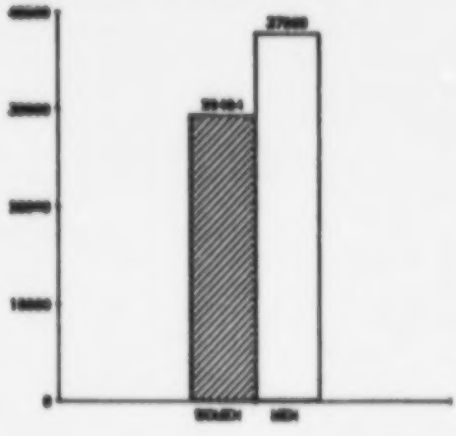
Department of Supply and Services

(Brackets indicate 1989 statistics)

Representation



Average Salary



Total Employees - 482 (472)
Women - 179 (179)
Men - 303 (293)

Women's earnings equal 77.7% (76.7%) of men's

1991 Representation By Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	22 (17)	2 (3)	8.3 (15.0)
Technical	37 (34)	3 (2)	7.5 (5.6)
Administrative	124 (119)	62 (59)	33.3 (33.1)
Administrative Support	39 (41)	104 (108)	72.7 (72.5)
Operational	79 (80)	5 (5)	6.0 (5.9)
Others	2 (2)	3 (2)	60.0 (50.0)

Comments on Progress

The Department appointed one woman Engineer at the senior level in the Scientific and Professional Category. Two women were appointed in the targetted categories of Administrative and Technical. One Engineering Technician was hired at the entry level. One woman was appointed in the Purchasing Officer series, and another entered that series through reclassification.

In addition, the Department has promoted four women within the Information Systems series in the Technical Category.

Developmental opportunities, including acting positions and lateral transfers, were provided. In addition, the Department utilized Section 16 of the Civil Service Act to appoint a woman to a Purchasing Officer position.

A noon-hour film series was provided to employees and topics included career planning themes. Moreover, three women attended courses related to their areas of expertise. Within the Department, one woman took part in the 1990 Summer Mentorship Program for Female Students.

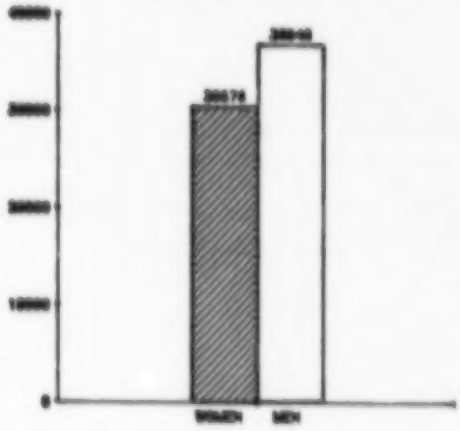
The Department held an information session on employment equity for senior managers.

Department of Tourism, Recreation and Heritage

(Brackets indicate 1989 statistics)

Representation

Average Salary



Total Employees - 302 (302)
Women - 132 (124)
Men - 170 (178)

Women's earnings equal 82.8% (81.8%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	50 (54)	29 (26)	36.7 (32.5)
Technical	29 (30)	0 (0)	0.0 (0.0)
Administrative	35 (34)	24 (21)	40.7 (38.2)
Administrative Support	5 (6)	75 (73)	93.8 (92.4)
Operational	50 (53)	1 (1)	2.0 (1.9)
Others	1 (1)	3 (3)	75.0 (75.0)

Comments on Progress

The Department met their objective in the Scientific and Professional Category by appointing one woman as an Industrial Development Officer at the developmental level.

Two women in the Administrative Services Officer classification have received training through the Professional Development Program and have been promoted into the Tourism Promotion Officer series.

Two women in the Department participated in the Management Development Program for Women at the University of New Brunswick and thirty-five women in the Administrative Support Category participated in a half-day session on career counselling and resume writing. One woman took part in the 1990 Summer Mentorship Program for Female Students.

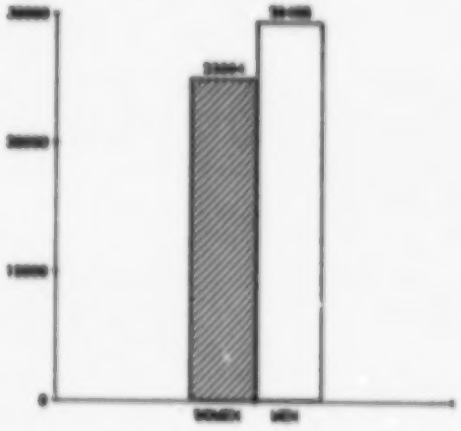
The Department continues to support the entrepreneurial spirit of women. During 1990, three women were granted entrepreneurial leave, while another was given approval to take a deferred salary leave.

Department of Transportation

(Brackets indicate 1989 statistics)

Representation

Average Salary



Total Employees - 2,057 (2,022)
Women - 271 (253)
Men - 1,786 (1,769)

Women's earnings equal 85.1% (84.0%) of men's

1991 Representation by Occupational Category

Occupational Category	# Men	# Women	% Women
Scientific & Professional	92 (84)	13 (10)	12.4 (10.6)
Technical	226 (219)	16 (12)	6.6 (5.2)
Administrative	81 (72)	25 (13)	23.6 (15.3)
Administrative Support	64 (66)	209 (212)	76.6 (76.3)
Operational	1321 (1326)	5 (3)	0.4 (0.2)
Others	2 (2)	3 (3)	60.0 (60.0)

Comments on Progress

During the 15-month period, the Department hired eight women in the underrepresented classifications of Engineer (2), Engineering Technician (2), Cartographic Technician (1), Abstractor (1), Inspector (1), and Utility Operator (1).

In addition, seven women have been promoted. After receiving year-long intensive training, five women in the Administrative Support Category were promoted to Regional Human Resources Officers through reclassification. A Secretary was appointed as an Appraiser and an Administrative Services Officer was appointed as an Accounting Officer.

The Department has exceeded its targets in the Administrative Category by six women and in the Technical Category by five women.

The Department continues to demonstrate its commitment to employment equity by assigning women to acting positions. Some examples include a female Engineer acting at the Senior Executive Officer level; an individual in Information Systems acting at the Senior Executive Officer level; and, an Administrative Services Officer acting as an Accounting Officer.

In addition, the Department provided specialized training courses in supervisory and professional development; specific occupational training; and, opportunities for women to attend conferences in their fields of expertise. Moreover, the Department has increased the Equity Section by one staff year, and the employment equity program is included in a new orientation program implemented by the Human Resources Branch.

Regional offices have been asked to prepare their own employment equity action plans and are responsible for meeting their identified goals. In addition, the Department presented a training workshop on employment equity to Regional Human Resource Officers.

STATISTICAL REPORTS AND TABLES

A. Government Wide

B. By Department

The statistics in these tables are based on a fifteen-month period and include those employees in the Civil Service on the regular payroll as reported by the departments to the Office of the Comptroller.

In keeping with other departmental reporting procedures, the Women's Directorate has changed its reporting period from the calendar year to the fiscal year. Since this is the transitional period, this report covers a 15-month period from January 1, 1990 to March, 1991.

GOVERNMENT WIDE

TABLE 1

NUMBER OF PERMANENT EMPLOYEES IN THE NEW BRUNSWICK CIVIL SERVICE DECEMBER, 1980 TO MARCH, 1991

Year	# Male	# Female	% Female	Total
1991	5893	3999	40.4	9892
1989	5943	3890	39.6	9833
1988	5760	3560	38.2	9320
1987	5840	3488	37.4	9328
1986	5927	3635	38.0	9562
1985	5851	3479	37.3	9330
1984	5894	3486	37.2	9380
1982	5902	3416	36.7	9318
1980	5665	3156	35.8	8821

GOVERNMENT WIDE

TABLE 2

AVERAGE AGE AND YEARS OF GOVERNMENT SERVICE
DECEMBER 31, 1989 AND MARCH, 1991

CATEGORY	AVERAGE AGE Male		AVERAGE AGE Female		AVERAGE YEARS GOV'T SERVICE* Male		AVERAGE YEARS GOV'T SERVICE* Female	
	1989	1991	1989	1991	1989	1991	1989	1991
Scientific & Professional	42	43	38	38	10.8	10.7	6.2	6.2
Technical	42	42	36	33	14.0	13.8	7.4	5.7
Administrative	45	45	39	39	13.8	13.8	9.3	9.8
Administrative Support	43	43	38	38	11.0	11.4	9.6	9.5
Operational	46	46	40	40	9.2	9.6	9.2	9.4
Others **	45	45	40	40	8.3	8.8	7.4	7.2
OVERALL	44	44	38	38	11.0	11.1	8.4	8.4

* Government service refers to continuous service which is the date beginning a period of unbroken service, including periods of authorized leave and conditional termination. A break in service requiring a new date under non-barganing rules refers to periods of 45 days or more, or as defined by collective agreements. This does not include inactive periods of seasonal employees.

** The Others Category includes exempted, non-bargaining employees as indicated under the Public Service Labour Relations Act, R.S.N.B. 1973, c. P-25.

GOVERNMENT WIDE

TABLE 3

DISTRIBUTION OF EMPLOYEES
IN THE NEW BRUNSWICK CIVIL SERVICE
DECEMBER 31, 1988, 1989 AND MARCH, 1991

	March 1991 % All Men	March 1991 % All Women	Dec. 1989 % All Women	Dec. 1988 % All Women
Scientific & Professional	25.8	31.1	29.6	26.5
Technical	13.1	1.6	1.9	1.9
Administrative	14.6	8.9	7.9	7.8
Administrative Support	5.4	50.8	53.1	56.3
Operational	36.9	3.9	4.1	4.4
Others *	4.2	3.8	3.5	3.1

* The Others Category includes exempted, non-bargaining employees as indicated under the Public Service Labour Relations Act, R.S.N.B. 1973, c. P-25.

GOVERNMENT WIDE

TABLE 4

THE NEW BRUNSWICK CIVIL SERVICE:
REPRESENTATION WITHIN EACH OCCUPATIONAL CATEGORY
DECEMBER 31, 1984, 1986, 1988, 1989 AND MARCH, 1991

OCCUPATIONAL CATEGORY	1984		1986		1988		1989		1991	
	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female%
Scientific & Professional	63.7	36.3	61.4	38.6	58.9	41.1	56.8	43.2	55.0	45.0
Technical	94.0	6.0	93.9	6.1	92.7	7.3	92.2	7.8	92.6	7.4
Administrative	78.0	22.0	76.0	24.0	74.9	25.1	72.6	27.4	70.8	29.2
Administrative Support	16.4	83.6	16.2	83.8	15.7	84.3	13.2	86.8	13.6	86.4
Operational	89.2	10.8	91.2	8.8	93.2	6.8	93.3	6.7	93.3	6.7
Others	*	*	66.5	33.5	66.1	33.9	63.4	36.6	61.7	38.3
TOTAL	62.8	37.2	62.0	38.0	61.8	38.2	60.4	39.6	59.6	40.4

* Data unavailable prior to 1985. The Others Category includes exempted, non-bargaining employees as indicated under the Public Service Labour Relations Act, R.S.N.B. 1973, c. P-25.

GOVERNMENT WIDE

TABLE 5

REPRESENTATION BY OCCUPATIONAL CATEGORY AND GROUP DECEMBER 31, 1988, 1989 AND MARCH, 1991

OCCUPATIONAL CATEGORY/GROUP	Number Employees 1991 # Men *(1989 in Brackets)*	# Women	Representation 1991 % Women	1989 % Women	1988 % Women
SCIENTIFIC & PROF. CATEGORY					
Medicine & Dentistry	7 (12)	2 (3)	22.2	20.0	15.4
Nursing	4 (4)	207 (235)	98.1	98.3	98.7
Field & Lab	21 (23)	11 (6)	34.4	20.7	14.8
Forestry*	81 (83)	10 (6)	11.0	6.7	4.5
Planning & Resources	202 (198)	137 (120)	40.4	37.7	35.2
Education Instructional	524 (476)	330 (277)	38.6	36.8	29.7
Edu. Non-Instructional	152 (152)	78 (65)	33.9	30.0	21.0
Engineering & Architec.	153 (142)	10 (10)	6.1	6.6	7.0
Rehabilitation & Therapy	264 (311)	432 (405)	62.1	56.6	55.9
Recreation & Culture	19 (18)	8 (6)	29.6	25.0	25.0
Agriculture	68 (68)	17 (17)	20.0	20.0	19.1
Veterinary	25 (23)	1 (0)	3.8	0.0	0.0
SUMMARY	1520 (1510)	1243 (1150)	45.0	43.2	41.1

* Formerly called Natural Resources.

TABLE 5 (cont'd)

OCCUPATIONAL CATEGORY/GROUP	Number Employees 1991 # Men (1989 in Brackets)	# Women (1989 in Brackets)	Representation 1991 % Women	1989 % Women	1988 % Women
TECHNICAL CATEGORY					
Laboratory & Medical	5 (6)	18 (18)	78.3	75.0	71.4
Drafting & Graphic Arts	1 (1)	0 (0)	0.0	0.0	10.2
Engineering & Field	370 (360)	30 (26)	7.5	6.7	5.0
Resource Services	297 (298)	3 (3)	1.0	1.0	1.0
Technical Insp.	72 (180)	11 (27)	13.3	13.0	12.5
Industrial Certification*	29 (24)	0 (0)	0.0	0.0	--
SUMMARY	774 (869)	62 (74)	7.4	7.8	7.3
ADMINISTRATIVE CATEGORY					
Administrative Services	860(811)	355(306)	29.2	27.4	25.1
SUMMARY	860(811)	355(306)	29.2	27.4	25.1

* Data for this Group was not available until 1989.

TABLE 5 (cont'd)

OCCUPATIONAL CATEGORY/GROUP	Number Employees 1991 # Men (1989 in Brackets)	# Women	Representation 1991 % Women	1989 % Women	1988 % Women
ADMINISTRATIVE SUPPORT CATEGORY					
Clerical & Regulatory	276 (273)	1017 (999)	78.7	78.5	79.6
Secretarial, Stenographic	4 (3)	907 (955)	99.6	99.7	99.8
Office Data Processing	37 (36)	41 (52)	52.6	59.1	55.6
Court Stenographers	3 (3)	66 (60)	95.7	95.2	95.6
SUMMARY	320 (315)	2031(2066)	86.4	86.8	84.3
OPERATIONAL CATEGORY					
Institutional Services	86 (88)	32 (32)	27.1	26.7	24.6
Institutional Care	308 (319)	109 (114)	26.1	26.3	30.9
General Labour & Trades	1663(1682)	14 (11)	0.8	0.6	0.7
General Labour & Trades Supervisory	117 (113)	1 (1)	0.8	0.9	0.8
SUMMARY	2174(2202)	156 (158)	6.7	6.7	6.8

TABLE 5 cont'd)

OCCUPATIONAL CATEGORY/GROUP	Number Employees 1991 # Men (1989 in Brackets)	# Women	Representation 1991 % Women	1989 % Women	1988 % Women
OTHERS CATEGORY*					
Others	245 (236)	152 (136)	38.3	36.6	33.9
SUMMARY	245 (236)	152 (136)	38.3	36.6	33.9
GRAND TOTAL	5893 (5943)	3999 (3890)	40.4	39.6	38.2

* The Others Category includes exempted, non-bargaining employees as indicated under the Public Service Labour Relations Act, R.S.N.B. 1973, c. P-25.

GOVERNMENT WIDE

TABLE 6

AVERAGE ANNUAL SALARY WITHIN CATEGORIES AND GROUPS
DECEMBER 31, 1988, 1989 AND MARCH, 1991

	AVERAGE ANNUAL SALARY		WOMEN'S AVERAGE SALARY° AS % OF MEN'S		
	$ Male 1991	$ Female 1991	1991	1989	1988
SCIENTIFIC & PROFESSIONAL CATEGORY					
Medicine & Dentistry	83,538	81,952	98.1	93.0	97.9
Nursing	36,296	34,268	94.4	96.0	96.8
Field & Lab	45,110	40,976	90.8	98.1	99.8
Forestry	46,306	37,518	81.0	83.3	82.7
Planning	45,682	40,014	87.6	90.4	89.8
Education Instructional	39,130	34,060	87.0	87.1	89.4
Education Non-Instructional	51,870	47,398	91.4	92.0	95.5
Engineering and Architect.	47,762	38,636	80.9	83.9	76.6
Rehab & Thep.	37,492	33,800	90.2	89.7	88.2
Recreation & Culture	40,378	42,250	104.6	107.4	107.1
Agriculture	41,652	36,634	88.0	90.6	93.6
Veterinary	49,946	37,128	74.3	-	-
OVERALL	42,822	35,802	83.6	84.0	82.8

° To calculate women's average salary as a percentage of men's divide the average annual salary of women by the average annual salary of men and express as a percentage.

TABLE 6 (cont'd)

	AVERAGE ANNUAL SALARY		WOMEN'S AVERAGE SALARY AS % OF MEN'S		
	$ Male	$ Female	1991	1989	1988
	1991				
TECHNICAL CATEGORY					
Laboratory & Medical	35,204	31,382	89.1	85.8	88.6
Drafting & Graphic Arts	31,902	-	-	-	101.2
Engineering & Field	30,680	27,560	89.8	91.2	93.4
Resource Services	30,628	26,260	85.7	85.4	82.1
Technical Inspection	35,724	31,590	88.4	90.1	88.5
Industrial Training & Certification*	39,936	-	-	-	-
OVERALL	31,512	29,328	93.1	93.7	94.4
ADMINISTRATIVE CATEGORY					
Administrative Services	48,932	41,990	85.8	84.8	84.2
OVERALL	48,932	41,990	85.8	84.8	84.2
ADMINISTRATIVE SUPPORT CATEGORY					
Clerical & Reg.	28,184	24,388	86.5	89.9	89.4
Secretarial, Stenographic	21,580	21,164	98.1	101.7	94.8
Office Data Processing	26,858	22,932	85.4	81.0	83.9
Court Steno	24,310	24,518	100.9	105.7	100.4
OVERALL	27,924	22,932	82.1	84.1	82.0

* Data for this group was not available until 1989.

TABLE 6 (cont'd)

	AVERAGE ANNUAL SALARY		WOMEN'S AVERAGE SALARY AS % OF MEN'S		
	$ Male	$ Female			
	1991		1991	1989	1988
OPERATIONAL CATEGORY					
Institutional Services	19,916	19,110	96.0	96.1	97.9
Institutional Care	25,246	22,542	89.3	89.9	87.8
General Labour & Trades	26,312	25,948	98.6	96.0	98.9
General Labour & Trades (Supervisory)	30,914	30,082	97.3	100.4	-
OVERALL	26,156	22,178	84.8	89.3	90.4
OTHERS CATEGORY*					
Others	55,458	38,558	69.5	71.3	73.3
OVERALL	55,458	38,558	69.5	71.3	73.3
ALL CATEGORIES	35,802	29,276	81.8	81.1	79.6

* The Others Category includes exempted, non-bargaining employees as indicated under the Public Service Labour Relations Act, R.S.N.B. 1973, c. P-25.

GOVERNMENT WIDE

TABLE 7

REPRESENTATION BY SALARY RANGE
DECEMBER 31, 1988, 1989, AND MARCH, 1991

Salary Range	Mar. 1991 # Male	Mar. 1991 # Female	Mar. 1991 % Female	Mar. 1991 % All Male	Mar. 1991 % All Female	Dec. 1989 % All Female	Dec. 1988 % All Female
Up to $9,999	4	25	86.2	0.1	0.6	0.6	0.8
$10,000-$14,999	4	68	94.4	0.1	1.7	1.9	1.2
$15,000-$19,999	94	324	77.5	1.6	8.1	10.8	24.4
$20,000-$24,999	881	1360	60.7	14.9	34.0	37.5	32.6
$25,000-$29,999	1568	736	31.9	26.6	18.4	15.1	13.4
SUB-TOTAL	2551	2513	49.6	43.3	62.8	65.9	72.4
$30,000-$34,999	916	416	31.2	15.5	10.4	11.0	14.9
$35,000-$39,999	595	496	45.5	10.1	12.4	13.7	7.1
$40,000-$44,999	652	292	30.9	11.1	7.3	4.8	2.6
$45,000-$49,999	410	115	21.9	7.0	2.9	2.4	1.5
$50,000-plus	769	167	17.8	13.0	4.2	2.2	1.5
SUB-TOTAL	3342	1486	30.8	56.7	37.2	34.1	27.6
TOTAL	5893	3999	40.4	100.0	100.0	100.0	100.0

BY DEPARTMENT

TABLE 8

REPRESENTATION
MARCH, 1991
(Brackets indicate 1989 Statistics)

Department	# Males	# Females	% Females
Advanced Education & Training	845 (778)	668 (548)	44.2 (41.3)
Agriculture	201 (198)	108 (101)	35.0 (33.8)
Alcoholism & Drug Dependency Commission	83 (83)	111 (110)	57.2 (57.0)
Board of Management	44 (39)	75 (66)	63.0 (62.9)
Commerce & Technology	78 (79)	45 (45)	36.6 (36.3)
Education	71 (70)	90 (88)	55.9 (55.7)
Environment*	89	39	30.5
Finance	127 (124)	151 (148)	54.3 (54.4)
Fisheries	83 (76)	44 (42)	34.6 (35.6)
Health & Community Services	276 (326)	938 (946)	77.3 (74.4)
Income Assistance	125 (126)	260 (245)	67.5 (66.0)
Justice	131 (104)	241 (275)	64.8 (72.6)
Labour	106 (123)	106 (96)	50.0 (43.8)
Municipal Affairs*	45	37	45.1
Natural Resources	727 (732)	178 (178)	19.7 (19.6)
Occupational Health & Safety	39 (37)	15 (13)	27.8 (26.0)
Office of the Comptroller	31 (32)	62 (61)	66.7 (65.6)
Solicitor General	485 (495)	177 (173)	26.7 (25.9)

TABLE 8 (cont'd)

Department	# Males	# Females	% Females
Supply & Services	303 (293)	179 (179)	37.1 (37.9)
Tourism, Recreation & Heritage	170 (178)	132 (124)	43.7 (41.1)
Transportation	1786 (1769)	271 (253)	13.2 (12.5)

* As a result of the creation of the two separate departments of Environment and Municipal Affairs, no comparative data for 1989 are available.

BY DEPARTMENT

TABLE 9

AVERAGE SALARY
DECEMBER 31, 1988, 1989, AND MARCH, 1991

DEPARTMENT	AVERAGE ANNUAL SALARY 1991		WOMEN'S AVERAGE SALARY AS % OF MEN'S		
	$ Male	$ Female	1991	1989	1988
Advanced Education & Training	39,130	30,810	78.7	79.0	76.1
Agriculture	40,560	26,208	64.6	65.2	67.9
Alcoholism & Drug Dependency Commission	29,094	29,250	100.5	98.6	95.0
Board of Management	56,238	32,084	57.1	52.5	50.2
Commerce & Technology	53,560	29,276	54.7	56.6	55.8
Education	51,922	33,202	63.9	60.8	59.7
Environment*	41,028	29,198	71.2	-	-
Finance	40,664	27,118	66.7	67.4	65.9
Fisheries & Aquaculture	39,936	27,196	68.1	64.8	67.6
Health & Community Services	40,560	30,680	75.6	73.8	73.9
Income Assistance	39,624	27,872	70.3	69.9	69.5
Justice	62,114	30,732	49.5	50.0	51.3
Labour	41,730	28,548	68.4	69.3	67.1
Municipal* Affairs	43,264	27,534	63.6	-	-

TABLE 9 (cont'd)

DEPARTMENT	AVERAGE ANNUAL SALARY 1991		WOMEN'S AVERAGE SALARY AS % OF MEN'S		
	$ Male	$ Female	1991	1989	1988
Natural Resources & Energy	32,266	25,272	78.3	76.0	72.8
Occupational Health & Safety Commission	41,652	36,998	88.8	88.3	80.0
Office of the Comptroller	44,200	26,598	60.2	58.5	58.3
Solicitor General	30,706	25,922	84.4	83.5	81.9
Supply and Services	37,960	29,484	77.7	76.7	76.3
Tourism, Recreation & Heritage	36,946	30,576	82.8	81.8	80.5
Transportation	29,458	25,064	85.1	84.0	82.3

* As a result of the creation of the two separate departments of Environment and Municipal Affairs, no comparative data for 1988 and 1989 are available.

Appendix A

EMPLOYMENT EQUITY ROLES AND RESPONSIBILITIES

In 1986 a background report on the occupational status of men and women in the New Brunswick Civil Service was prepared by the Women's Directorate and tabled in the Legislature.[1] The Program's name was changed from Affirmative Action to Employment Equity at this time. The report included an implementation strategy and policy statement which delineated the following roles and responsibilities with respect to Affirmative Action/Employment Equity:

- The Women's Directorate is responsible for the Employment Equity policy including: developing policy recommendations; monitoring the implementation of Employment Equity policy and programs; recommending approval or rejection of departmental Action Plans; and, preparing an annual report on the status of women in the Civil Service to be tabled in the Legislature.[2]

- The Board of Management is responsible for the overall implementation of the Employment Equity policy including: compiling and approving departmental Action Plans; reviewing, in conjunction with the Women's Directorate, human resource policies; and, maintaining and developing employment data which meets the monitoring and reporting requirements of the Women's Directorate.

- Departments, Commissions and Agencies in the Civil Service are responsible and accountable for specific implementation of the Employment Equity policy including: preparing specific Action Plans which set forth measurable goals; preparing annual departmental reports; and, reviewing departmental human resource policies and practices.

1 *Affirmative Action in the New Brunswick Civil Service: A Strategy for Change*, May, 1986.

2 Action Plans are long-term departmental plans containing numerical goals and positive strategies for improving the representation of women in categories, groups and levels where women's representation is low.

Appendix B

PROVINCE OF NEW BRUNSWICK

ADMINISTRATION MANUAL SYSTEM AD - 4606

EMPLOYMENT EQUITY/AFFIRMATIVE ACTION

1. **APPLICATION**

This policy applies to employees in Part I of the Public Service.

2. **AUTHORITY**

New Brunswick Human Rights Act, Section 13; Treasury Board Minute.

3. **POLICY STATEMENT**

The New Brunswick Government, as an employer, actively supports the principle of equal employment opportunity for all persons.

It is the policy of the New Brunswick Government to implement Affirmative Action/Employment Equity as a means of accelerating the rate of change in the occupational status of women in Part One of the Public Service.

The objectives of the government are:

i) to eliminate barriers to women's advancement in Part One of the Public Service;

ii) to achieve a more equitable representation of women in Part One of the Public Service in all occupational categories, and at all levels;

iii) to establish annual goals on a Departmental basis to achieve this policy. Increasing the representation of women in positions and classifications where they are underrepresented or absent is to be a component of each plan.

PROVINCE OF NEW BRUNSWICK

ADMINISTRATION MANUAL SYSTEM AD - 4606

EMPLOYMENT EQUITY/AFFIRMATIVE ACTION

4. **POLICY GUIDELINES**

The Affirmative Action/Employment Equity Policy will be implemented in the following ways:

1) The Women's Directorate shall be responsible for the Affirmative Action/Employment Equity policy, including:

   i) development of policy recommendations including implementation guidelines and a model action plan with respect to Affirmative Action/Employment Equity in Part One of the Public Service;

   ii) monitoring of the implementation of Affirmative Action/Employment Equity policy and programs including reviewing human resource policies and practices, reviewing and recommending approval or rejection of Departmental Action Plans and analysis of Government wide and Departmental employment data;

   iii) preparation of an annual report on the Status of Women in Part One of the Public Service to be tabled in the Legislature by the Minister responsible for the Status of Women;

   iv) provision of resource assistance and expertise in the general area of Affirmative Action/Employment Equity.

2. The Board of Management shall be responsible for overall implementation of Affirmative Action/Employment Equity Policy, including:

   i) compilation and approval of annual Departmental Action Plans which set forth measurable goals consistent with the Government's Affirmative Action/Employment Equity policy and implementation guidelines;

ii) review of in conjunction with the Women's Directorate, human resource policies, practices, contracts and systems to ensure consistency with Affirmative Action/Employment Equity policies;

iii) maintenance and development of human resource information and employment data which meets the monitoring and reporting requirements of the Women's Directorate with respect to Affirmative Action/Employment Equity policies and programs.

3. Departments, Commissions and Agencies in Part One of the Public Service shall be responsible and accountable for specific implementation of Affirmative Action/Employment Equity policy in their respective areas, including:

i) preparation of specific Departmental Action Plans which set forth measurable goals for that Department in a format consistent with implementation guidelines, on specific results associated with Affirmative Action/Employment Equity objectives and Departmental Action Plans for submission to the Women's Directorate and Board of Management;

ii) preparation of annual Departmental reports, consistent with implementation guidelines, on specific results associated with Affirmative Action/Employment Equity objectives and Departmental Action plans for submission to the Women's Directorate and Board of Management;

iii) review of Departmental human resource policies and practices to ensure compatibility with Affirmative Action/Employment Equity policy.